WCB SASKATCHEWAN WORKERS' COMPENSATION BOARD

STRATEGIC AND OPERATIONAL PLAN

2013 - 2015

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Introduction

Two operational decisions in 2012 position us to approach our strategic efforts with greater alignment and opportunity for success.

Corporate Balanced Scorecard Revitalized

We first reported on our use of the Balanced Scorecard as a performance measurement tool in our 2000 Annual Report. The Balanced Scorecard methodology has evolved since then to a full strategic planning and management system that is expressed as a strategy map. The strategy map allows us to describe in clear language our objectives, initiatives and targets, measurements used to assess performance and linkages between the strategy map's four perspectives. Using the strategy map, we track and report on key performance measures, and do our operational planning – including where and on what to dedicate resources.

The Scorecard and strategy map methodology views the organization from four perspectives, or viewpoints. Each perspective has a set of strategic objectives, targets and metrics used to track and analyse performance. Staying tuned in to all four perspectives gives managers a *balanced* perspective on how well the company and their areas of responsibility are performing and achieving the corporate vision and strategic priorities.

1. The Stakeholder Perspective
    - Using leading indicators to gauge customer service satisfaction. Poor performance here is a leading indicator of future corporate issues.
2. The Internal Perspective
    - Metrics in this perspective tell the WCB how well it is running its business.
3. The Enablers Perspective
    - The WCB is a knowledge-worker organization. People are its key resource, and effective and efficient processes its primary work tools. Metrics here help managers focus management activities in training, recruitment, inter-personal relationships (inside and outside the WCB), work quality and process improvements that are integral to the WCB's success.

4. The Financial Perspective
    - This perspective helps ensure that we have adequate financial resources to fulfill our legislated obligations. We strive to ensure adequate financial resources are maintained to meet obligations to injured workers, by collecting the right amount of premiums and being cost effective.

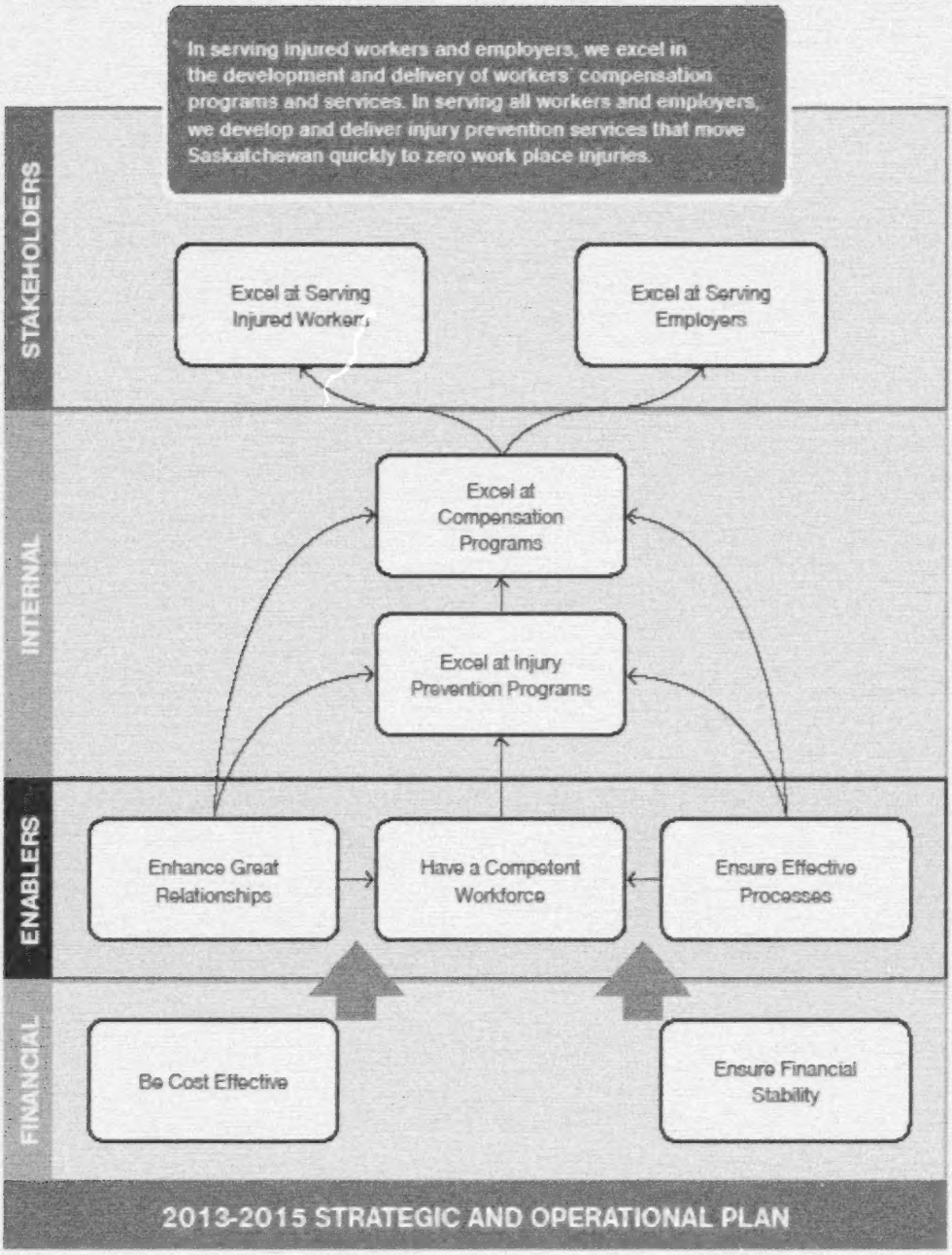
Within each perspective are strategic objectives – like Excel at Serving Injured Workers, or Best Cost Effective – that assemble a logical, step-by-step blueprint for corporate success.

A strategy map is the communications tool that identifies the strategic objectives for each perspective, and that shows how the four perspectives relate to one another. One perspective builds on to the other, leading to achievement at the uppermost Stakeholders perspective defined through customer service objectives.

Aligning business activities to the organization's vision and strategy is only one benefit of the contemporary Scorecard and resulting strategy map. It also improves internal and external communications by focusing attention on the critical few results and measures that indicate corporate success, and by monitoring organization performance against strategic goals.

Work on revitalizing the WCB's Scorecard began in mid-2012. By the end of the year, a new corporate scorecard and strategy map was approved and introduced to the WCB's management team. Staff in key business units then set to work defining scorecards and strategy maps for their departments that were aligned corporately and that could be used to translate the corporate strategic plan in to action at the business unit level. Cascading the scorecards with attention to corporate alignment gives a clear line of sight between strategic objectives determined by the Board and the work that is planned on the front lines to accomplish those objectives.

Here is the strategy map that illustrates the WCB's strategic vision and measures its successful achievement:


In serving injured workers and employers, we excel in the development and delivery of workers' compensation programs and services. In serving all workers and employers, we develop and deliver injury prevention services that move Saskatchewan quickly to zero work place injuries.
STAKEHOLDERS
Excel at Serving Injured Workers
Excel at Serving Employers
INTERNAL
Excel at Compensation Programs
Excel at Injury Prevention Programs
ENABLERS
Enhance Great Relationships
Have a Competent Workforce
Ensure Effective Processes
FINANCIAL
Be Cost Effective
Ensure Financial Stability
2013-2015 STRATEGIC AND OPERATIONAL PLAN

Reorganizing Corporate Structure

An organization's corporate structure should reflect how the organization intends to deliver its mandate and priorities. The WCB's corporate organization has seen adjustments since the position of Chief Executive Officer was created in 1996; some modest as our claims management practices evolved and others of more consequence, like creating a frontline department to develop and deliver injury prevention services and programming.

While the WCB achieved excellent results with these adjustments to its corporate structure, discussions at the Executive level began to focus on the optimal structure for realizing strategic and operational priorities. Through early 2012, the design of the new structure was completed. The reorganization was rolled out to WCB employees in May 2012.

The reorganization places greater emphasis on:

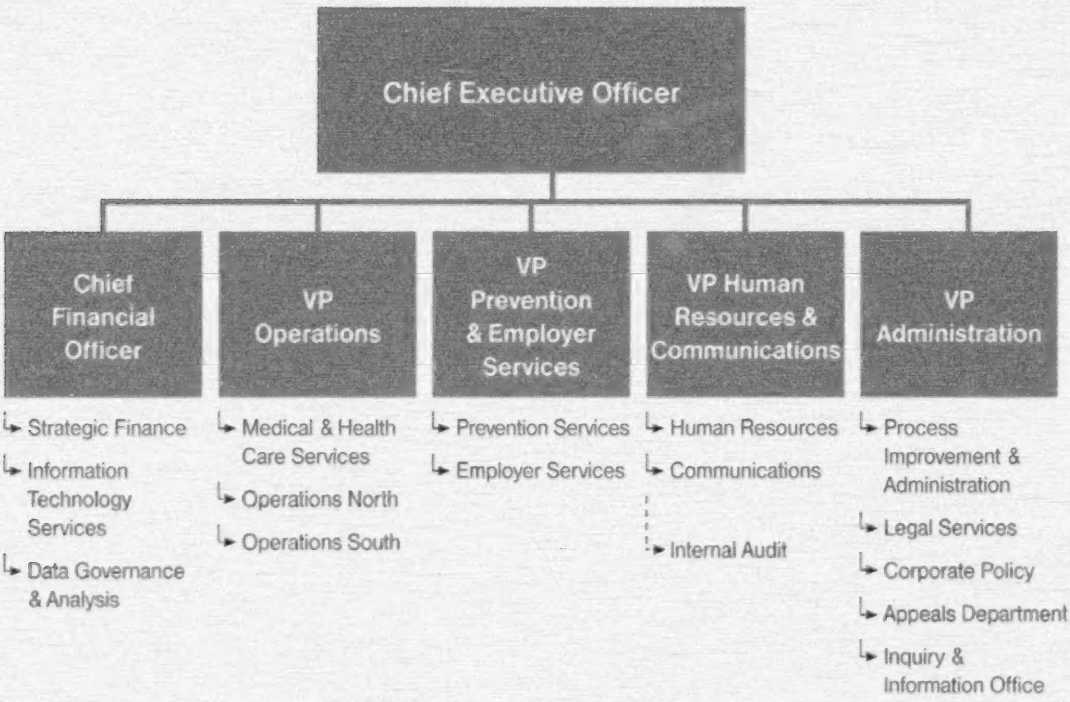
- Project management – The WCB conducts projects to achieve its strategies. A consistent approach to project planning and implementation improves the opportunity for projects to produce intended results or deliverables. The new organizational structure dedicates resources and processes that standardize and monitor portfolio management at the corporate level, and project planning and delivery at the department or business unit level.
- Process improvement – Similar to project management above, the new structure assigns specific accountability for process improvement and renewal in one area of the organization. Here to, a consistent approach advances strategic objectives by ensuring there is continuous improvement in the design and execution of corporate processes.
- Strategic finance – The emphasis is on ensuring there are adequate resources available to meet obligations. Strategic stewardship of our financial resources means maintaining and improving on our system of internal controls and providing financial information that aids decision making at all levels of the organization.
- Data governance – The WCB collects data that is critical to decision making, both within the WCB and for our stakeholders. The strategic emphasis is on

consolidating data management and reporting processes to ensure relevant, accurate, timely and complete information is available to internal and external users.

- Injury prevention – The reorganization advances the prominence of workplace safety and injury prevention in the organization, and ensures that a safety perspective is part of executive discussions. It also supports engaging all WCB employees as injury prevention ambassadors.

The executive team is Peter Federko, CEO; Mick Williams, Administration; Donna Kane, Human Resources and Communications; Ann Schultz, Chief Financial Officer; Phil Germain, Prevention and Employer Services; and Graham Topp, Operations.

Organizational Structure



The Planning Process

An integrated planning process supports the achievement of our organization's strategic imperatives. Integration begins at the Board level with strategic planning, continues through operational planning with executive management, and extends to tactical planning by divisions, business units and individuals. When completed successfully, our employees have a clear line of sight from their daily activities to the WCB's long-term strategic success.

The WCB's planning model features the disciplined application of sound planning practices that support sustainable results. It includes:

- Three-year planning horizons that consider near- and longer-term operations.
- Environmental scanning to inform planners of influences in their operating environment.
- Annual reviews that keep the Strategic and Operational Plan relevant and meaningful. This provides the flexibility needed to respond to urgencies and opportunities as they arise without losing focus of primary strategic goals.
- Annual consideration of the unique and fundamental needs that a workers' compensation system is meant to meet. This includes the discussion of stakeholder expectations and a rigourous examination of the elements of the Strategic and Operational Plan.
- Aligned operational and business planning to deliver strategy.
- A Balanced Scorecard to direct and report on the achievement of strategy.
- An Enterprise Risk Management process that identifies, prioritizes and manages risks to the Strategic and Operational Plan.
- Regular reporting against the Strategic and Operational Plan.
- A budget making process that first considers the financial requirements needed to deliver the Strategic and Operational Plan.

[1]This 2013-2015 Strategic and Operational Plan provides readers with our strategic priorities and operational objectives for the next three-year planning cycle.

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[1] The WCB's Strategic and Operational Plan fulfills an important obligation of accountability and transparency in decision making and results. The Strategic and Operational Plan are standing agenda items at the WCB's Annual General

Strategic Planners are Stewards of the Compensation System

Your Chairperson and Board Members are responsible for determining our future state through an annual process that produces the organization's Strategic Plan. Our Chief Executive Officer participates in discussions leading up to the Board's strategic decisions and is a source of operational information in the strategic planning process.

Strategic planning is a structured and informed process with information drawn from five principal sources:

1. The external environment, using an environmental scan developed specifically for that purpose. External sources used to construct the scan include:
    a. Key Statistical Measures and Indicator Ratios published by the Association of Workers' Compensation Boards and Commissions of Canada;
    b. Benchmarking data provided by the Institute for Citizen-Centred Service relating to customer satisfaction with WCB services;
    c. Provincial government documents, including the most recent Budget and Throne speeches;
    d. Relevant data and analysis prepared and published by the Saskatchewan Bureau of Statistics and the Saskatchewan Ministry of Finance;
    e. Data and analysis found in *Sask Trends Monitor*, published by QED Information Systems Inc.; and,
    f. Media scans of other compensation systems in Canada, the United States, United Kingdom, Europe, Asia and Australia.
2. Operational data and analysis, drawn from WCB injury claim and employer account information.
3. An Enterprise Risk Management process that includes an annual review and weighting of risks to the Strategic and Operational Plan.
4. Experience and knowledge gained from their duties as Board Members.
5. WCB customer satisfaction surveys.

The strategic planning process includes a review of the progress made by the organization in the past year and encourages critical examination of stakeholder

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Meetings, are provided upon request to any interested party, and published on the WCB's website (wcbsask.com), and frequently referenced in WCB publications.

expectations, the current operating environment, and the organization's near- and long-term strategic needs. The language of the plan is then reviewed to ensure that it reflects the intent of strategic planners and that their direction to the organization is clear.

Strategic planners focused their discussions in two key areas:

1. Alignment with the new corporate Balanced Scorecard and strategy map.
2. Completing planned initiatives and commitments in the 2012-2014 Strategic and Operational Plan (the most recent plan).

There are five elements to the Strategic Plan:

1. A vision statement
2. A mission statement
3. A statement of principles and beliefs
4. A values statement
5. A series of strategy statements

Following their discussions, Board Members agreed that their Strategic Plan remained relevant and changes were not needed.

2013-2015 Strategic Plan

The Strategic Plan is rooted in the Meredith Principles and describes what the WCB holds to be true about Saskatchewan's compensation system, our stakeholders, and the nature of our relationships with workers, employers and the people of Saskatchewan.

Vision Statement

In serving injured workers and employers, we excel in the development and delivery of workers' compensation programs and services. In serving all workers and employers, we develop and deliver injury prevention programs and services that move Saskatchewan quickly to zero workplace injuries.

Mission Statement

In support of our vision, our mission is to:

- Provide the right service, at the right time, and be cost effective in our processes.
- Build positive relationships with workers, employers, and others affected by the workers' compensation system.
- Build positive relationships and implement programs that move

Saskatchewan to zero workplace injuries.

- Ensure the health and safety of our employees is considered in all of our decisions and actions.
- Communicate clearly our distinct identity, benefits, and beliefs.
- Ensure the organizational and financial integrity of the Workers' Compensation Board.
- Be accountable for our results.

Statement of Principles and Beliefs

Our corporate principles and beliefs are:

- All unintentional injuries are preventable
- Compensation and prevention programs are a shared responsibility in the workplace. Injured workers and employers deserve excellent service.
- Workers, employers and others deal with us honestly.
- Employers care about their employees and care that their employees receive excellent service.
- The WCB's future relies on positive relationships built on trust, understanding and cooperation in our programs and services.
- WCB employees want to excel in customer service.
- We are guided by our corporate values, Code of Conduct and Ethics, and our responsibility for the protection of privacy of information, in all of our decisions.
- We will act with dignity and treat everyone with respect, and conduct our business in a fair, open, honest, balanced and professional manner.
- We will be socially responsible in fulfilling our mandate.
- We will expect and recognize individual and corporate achievements and contributions to our workplace.

Values Statements

Our corporate values are the standards by which our actions and decisions are to be considered and judged by others and are rooted in our Code of Corporate Conduct and Ethics.

1. Health and Safety – we will achieve our mandate without compromising, first and foremost, the health and safety of our employees.
2. Dignity – those we serve and those we work with are treated with respect and consideration.
3. Fairness – those we serve and those we work with are treated equally and without prejudice or bias. We provide service in a timely manner.
4. Honesty – we are truthful with those we serve and those we work with.
5. Openness – our programs and services are easy to access and to

understand. Our decisions and actions are clear, reasonable and open to examination.

Strategy Statements

The strategy statements are meant to be interrelated and mutually supportive. Taken together, strategy statements are meant to represent a comprehensive, preferred future for the organization.

Service – We will provide support to injured workers, their families and employers when they need it most and be cost effective in our processes. We will return injured workers to wellness, including the return to suitable employment.

Prevention – We will promote safety and injury prevention. We will support workers, employers and communities in the development and implementation of prevention programs that eliminate all unintentional injuries.

Relationships – We will continue to build positive relationships that best serve the interests of workers and employers.

Strategic Management – We will follow a planning process that anticipates and responds to the environment, that integrates operational planning, and that results in service and management excellence and efficiency.

Risk Management – We will follow a risk management framework that identifies and mitigates risks that jeopardize the implementation of the strategic plan, and that determines the 'risk appetite' specific to its objectives.

Employee Relations – We will promote pride in WCB employees and require accountability for individual and corporate achievements, and responsibility for how work is accomplished. We will foster a working environment that maximizes employment engagement.

Operational Planners Dedicate Resources to Strategy

When our Board completes their Strategic Plan, it is given to our CEO and Vice Presidents. It is their responsibility to prepare an Operational Plan that achieves the Board's strategy. To do so, they must determine the most appropriate plan or initiative,

prioritize and timeline those actions, and then dedicate corporate resources to those actions. Resources include time, effort, budget and technology.

The primary direction for operational planners is taken from the corporate Balanced Scorecard and strategy map objectives. Other factors are taken into account when establishing their plan. Much like with strategic planning, operational planners work through structured tasks and discussions. They, too:

- Benefit from the environmental scanning that is completed each year.
- Assemble operational data to identify issues and to establish and monitor trends.
- Respond to corporate risks with mitigating actions that maximize the opportunity for corporate success.
- Integrate their contributions to the Operational Plan to reduce silos and require cooperation and collaboration across the organization.
- Consider the achievements and challenges of the past year, and how both impact future operational requirements.[2]
- Consider the linkage of projects and initiatives to the corporate strategy map.

Once the Operational Plan is complete, it is reviewed by our Board and actioned by our managers and business leaders.

The corporate reorganization, and work on the corporate Balanced Scorecard and strategy map, impacted operational planning. The reorganization brought a broader perspective and greater range of experience and expertise to planning discussions. That ensured that strategic priorities were addressed in the operational plan:

- Improve service quality and our customers' service experience,
- Implement a project management framework,
- Build greater expertise and discipline around the compilation and use of operational data,
- Eliminate workplace injury and illness, and
- Maintain the stability the company has achieved in funded position and financial operations.

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[2] Please refer to the 2012 Report to Stakeholders located at wcbsask.com for a summary of operational achievements in the past year.

The work done through 2012 on the corporate Balanced Scorecard and strategy map was the lens through which operational planners viewed their work. The Scorecard was the strategic reminder of where the company had to land its efforts to meet the Board's imperatives. The strategy map helped to determine how operational priorities would be set and where corporate resources would be dedicated for us to move forward in achieving strategic objectives.

As operational planners were going through process, it became clear that their Operational Plan needed a new look that reflects the strategy map and inherent strategic objectives that it is built upon. This new look introduces the Operational Plan through the four Balanced Scorecard perspectives, or views of the organization:

- Starting with the Stakeholder perspective,
- Moving through the Internal and Enablers perspectives, and
- Ending with the Financial perspective.

The 2013-2015 Operational Plan is presented on the following pages.

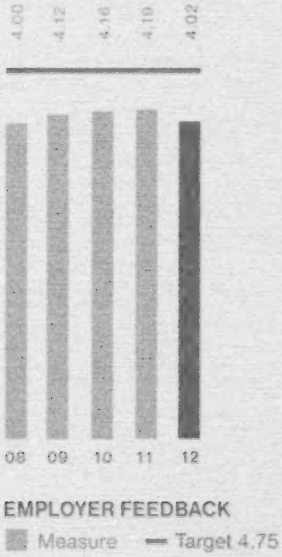
Stakeholder Perspective
Excel at Serving Injured Workers
Excel at Serving Employers

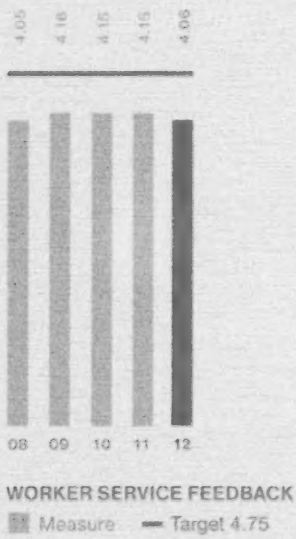
Achieves WCB Strategy Statement(s):

- **Service** – We will provide support to injured workers, their families and employers when they need it most and be cost effective in our processes. We will return injured workers to wellness, including the return to suitable employment.
- **Prevention** – We will promote safety and injury prevention. We will support workers, employers and communities in the development and implementation of prevention programs that eliminate all unintentional injuries.
- **Relationships** – We will continue to build positive relationships that best serve the interests of workers and employers.
- **Employee Relations** – We will promote pride in WCB employees and require accountability for individual and corporate achievements, and responsibility for how work is accomplished. We will foster a working environment that maximizes employment engagement.

This perspective results in outcomes from successful initiatives and projects identified in the Internal and Enablers perspectives. These perspectives cover

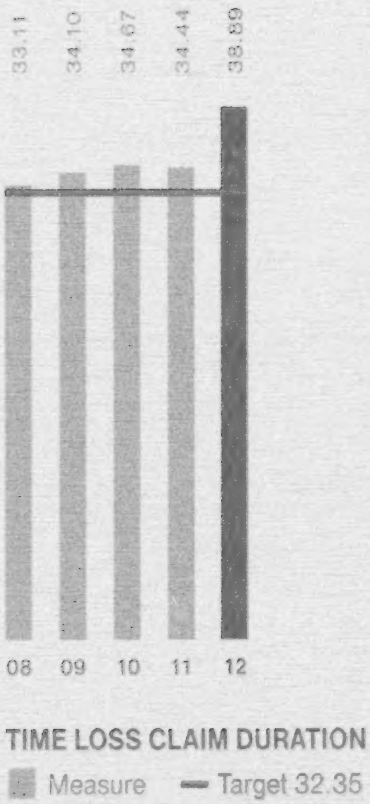
Stakeholders can expect initiatives and projects through the three-year planning cycle with resources and attention devoted to process improvement.





Initiatives	Projects	Start Date	Anticipated Completion
Improve quality of service for injured workers.	Outcome of Enabler and Internal initiatives and projects.		
Improve quality of service for employers	Outcome of Enabler and Internal initiatives and projects.		
	Expand customer service surveys beyond claims services.	Q2, 2013	Q4, 2013

Internal Perspective
Excel at Compensation Programs



Achieves WCB Strategy Statement(s):

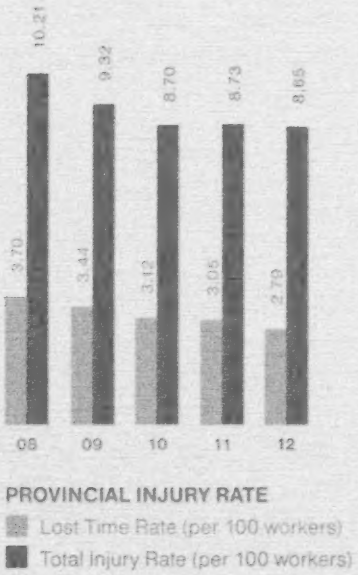
- Service – We will provide support to injured workers, their families and employers when they need it most and be cost effective in our processes. We will return injured workers to wellness, including the return to suitable employment.
- Relationships – We will continue to build positive relationships that best serve the interests of workers and employers.
- Employee Relations – We will promote pride in WCB employees and require accountability for individual and corporate achievements, and responsibility for how work is accomplished. We will foster a working environment that maximizes employment engagement.

Initiatives	Projects	Start Date	*Anticipated Completion*
Excel at compensation programs and services	Implement Bill 58 and 2010 Committee of Review recommendations.	Q4, 2012	*Q4, 2013*
	Expand services to seriously injured workers.	Q2, 2013	*Q4, 2016*

Internal Perspective
Excel at Injury Prevention Programs

Achieves WCB Strategy Statement(s):

- Service – We will provide support to injured workers, their families and employers when they need it most and be cost effective in our processes. We will return injured workers to wellness, including the return to suitable employment.
- Relationships – We will continue to build positive relationships that best serve the interests of workers and employers.



Initiatives	Projects	Start Date	Anticipated Completion
Excel at injury prevention programs	Implement 2010 Committee of Review recommendations.	Q2, 2013	Q2, 2014
	Increase injury prevention awareness.	Q2, 2013	Q4, 2016
	Expand injury prevention programs and resources, include the WorkSafe Saskatchewan partnership.	Q2, 2013	Q4, 2016

Enabler Perspective
Enhance Great Relationships

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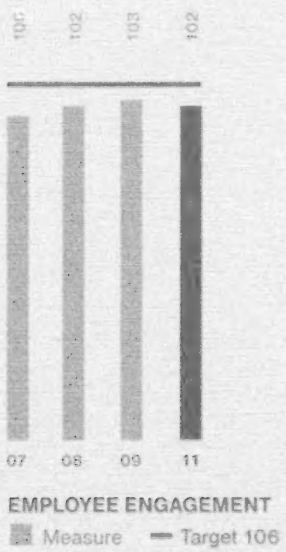
- **Relationships** – We will continue to build positive relationships that best serve the interests of workers and employers.
- **Employee Relations** – We will promote pride in WCB employees and require accountability for individual and corporate achievements, and responsibility for how work is accomplished. We will foster a working environment that maximizes employment engagement.

The metric for this strategic objective equally weights an external measure (the average satisfaction of participants to Comp Institute) and an internal measure (WCB employee engagement results).

The most recent results for each are from 2012: 86 per cent satisfaction with Comp Institute, and a 96 per cent WCB employee engagement rating, giving this measure an average result of 91 per cent.



Initiatives	Projects	Start Date	Anticipated Completion
Have an engaged workforce	Expand health and safety program.	Q3, 2013	Q1, 2014
	Enhance leadership development program.	Q3, 2013	Q3, 2014
Expand relationships and partnerships	Advance injury prevention by increasing the number and focus of stakeholder partnerships.	Q2, 2013	Q4, 2016
	Enhance care provider agreements.	Q2, 2013	Q4, 2016

Enabler Perspective
Have a Competent Workforce

Achieves WCB strategy statement(s):

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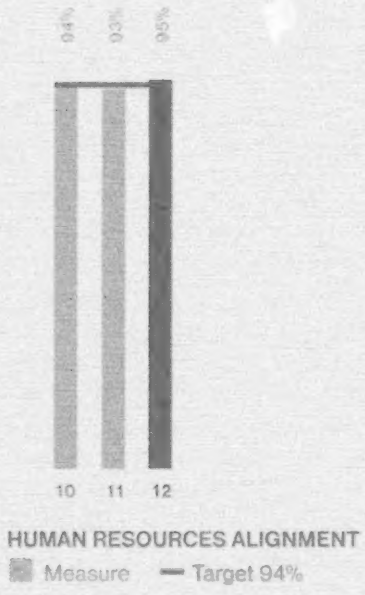

Initiatives	Projects	Start Date	Anticipated Completion
Build competence.	Update technical training programs.	Q3, 2013	Q1, 2014
	Implement corporate service program.	Q2, 2014	Q4, 2014
Ensure Board Appeal Tribunal staff has required training	Review training needs and develop an ongoing training strategy.	Q1, 2014	Q4, 2016

Enabler Perspective
Ensure Effective Processes

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- **Service** – We will provide support to injured workers, their families and employers when they need it most and be cost effective in our processes. We will return injured workers to wellness, including the return to suitable employment.
- **Prevention** – We will promote safety and injury prevention. We will support workers, employers and communities in the development and implementation of prevention programs that eliminate all unintentional injuries.
- **Relationships** – We will continue to build positive relationships that best serve the interests of workers and employers.
- **Strategic Management** – We will follow a planning process that anticipates and responds to the environment, that integrates operating planning, and that results in service and management excellence and efficiency.
- **Risk Management** – We will follow a risk management framework that identifies and mitigates risks that jeopardize the implementation of the strategic plan, and that determines the risk appetite specific to its objectives.
- **Employee Relations** – We will promote pride in WCB employees and require accountability for individual and corporate achievements, and responsibility for how work is accomplished. We will foster a working environment that maximizes employment engagement.

A metric for this strategic objective is in development. It will capture the effectiveness of key processes involved in claims management, premium management, and injury prevention.

The 2012 quality rating for claims entitlement decisions is 95 per cent.

Initiatives	Projects	Start Date	Anticipated Completion
Establish corporate data governance practice	Expand predictive analytics and reporting processes.	Q2, 2013	Q4, 2013
	Consolidate data management processes.	Q2, 2013	Q2, 2014
Expand technology based services	Increase online services.	Q2, 2013	Q4, 2016
	Develop digital media framework.	Q2, 2013	Q2, 2013
Improve internal systems and processes	Implement corporate project management framework.	Q1, 2013	Q4, 2013

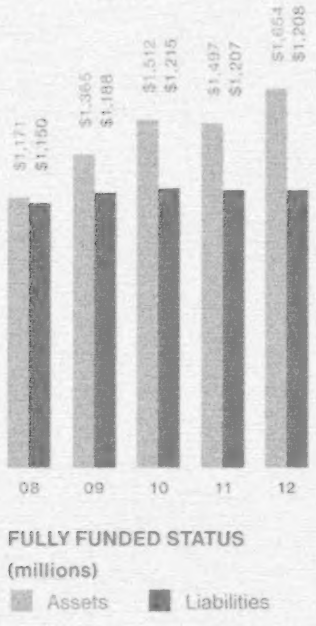
Initiatives	Projects	Start Date	Anticipated Completion
	Implement corporate process improvement methodology.	Q2, 2013	Q4, 2013
	Review and improve core business processes.	Q3, 2013	Q4, 2016
	Implement new Balanced Scorecard performance reporting.	Q2, 2013	Q2, 2014
Clarify WCB's governance model and framework	Develop a WCB Board governance manual	Q2, 2013	Q4, 2013
Improve access to Board Appeal Tribunal hearings	Offer hearings by video conferencing at select sites	Q2, 2013	Q4, 2013
Ensure effective and efficient appeal process: 1. Effective information gathering 2. Thorough file review 3. Require full file development 4. Provide appropriate and timely disclosure 5. Provide timely decisions	Review Board Services' processes to improve quality of information.	Q2, 2013	Q4, 2013
Ensure consistent interpretation of legislation and policies throughout WCB	Review process for communication of decisions to ensure that the Board's interpretation of legislation and policies is consistently acted upon within the WCB.	Q2, 2013	Q4, 2013

Financial Perspective
Be Cost Effective
Ensure Financial Stability

Achieves WCB strategy statement(s):

- **Service** – We will provide support to injured workers, their families and employers when they need it most and be cost effective in our processes. We will return injured workers to wellness, including the return to suitable employment.
- **Prevention** – We will promote safety and injury prevention. We will support workers, employers and communities in the development and implementation of prevention programs that eliminate all unintentional injuries.
- **Strategic Management** – We will follow a planning process that anticipates and responds to the environment, that integrates operating planning, and that result in service and management excellence and efficiency.

Like the Stakeholder perspective, this perspective results in outcomes from successful initiatives and projects identified in the Enabler and Internal perspectives.



Initiatives	Projects	Start Date	Anticipated Completion
Be cost effective	Outcome of Enabler and Internal initiatives and projects.		
Ensure financial stability.	Review and update the WCB's Statement of Investment Policy and Goals.	Q2, 2013	Q3, 2013

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